



STRATEGIC GOVERNANCE REFERENCE GUIDE

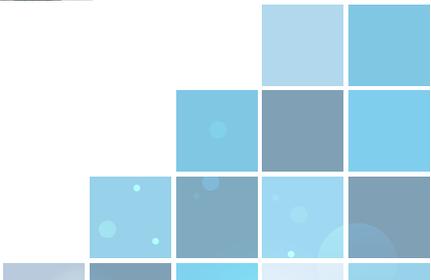
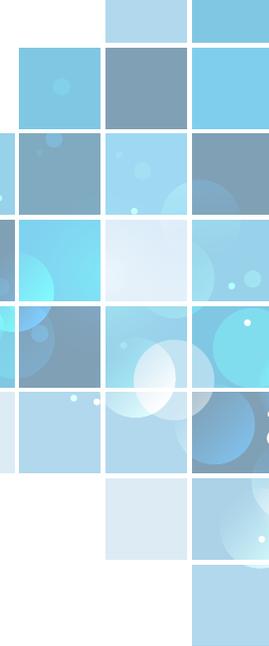
Based on the Workforce Innovation and Opportunity Act (WIOA)

For members of Minnesota's Governor's Workforce Development Board and Local Workforce Development Boards





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Minnesota State Combined Plan for WIOA - 2016-2020 Vision

A healthy economy, where all Minnesotans have or are on a path to meaningful employment and a family sustaining wage, and all employers are able to fill jobs in demand.

Goals of the State Combined Plan

- 1.) To reduce educational and employment disparities based on race or disability to provide greater opportunity for all Minnesotans.*
- 2.) To build employer-led industry sector partnerships focused on better understanding of the skills that employers need and connecting skilled workers to those opportunities.*





This resource guide shares WIOA information common to the members of Minnesota's State and Local Workforce Boards.

The 2014 Workforce Investment and Opportunity Act (WIOA) empowers all the Minnesota Workforce Boards with a new opportunity to focus on

- Strategic action
- Communicate vision
- Develop and support high-quality partnerships with industry
- Prioritize solutions for racial and economic disparities in education and employment
- Use data to analyze and evaluate outcomes

This Reference Guide contains material adapted from a variety of sources including: National Governor's Association (NGA Center for Best Practices); Minnesota State Combined Plan 2016-2020; 2017 Orientation Guide for Minnesota Local Workforce Councils; various Minnesota Governor's Workforce Development Council Member Orientation Guides; Congressional Research Service; Federal Department of Labor – Employment and Training Administration WIOA resources; Workforce GPS WIOA implementation resources and tool kits from the Innovation & Opportunity Network (ION).

State and Local Workforce Development Boards

Governance Overview

The Workforce Innovation and Opportunity Act (WIOA) presents an extraordinary opportunity to improve job and career options for our workers and jobseekers through a workforce system that links diverse talent to businesses. It supports the development of strong vibrant regional economies where businesses and people want to live. In Minnesota, this work is led by its Workforce Development Boards.

WIOA empowers state and local elected officials and the private sector-led Workforce Development Boards with the responsibility of developing strategic, integrated and aligned local, regional and state plans. These plans support regional and statewide economic growth and the labor force needs for capacity growth and system performance. Workforce Development Boards members contribute strategic leadership, professional perspective and their time.

Under WIOA, the state and local governance structure for programs that form the workforce development system changed from “Workforce Investment Boards (WIBs)” to “Workforce Development Boards (WDBs).” In addition to the name change, WIOA specifies the categories of membership and job function prerequisites for all state and local WDB members.

Membership Requirements

WIOA defines the **minimum** number of members by each category of board representation. Private business representatives, including the Chair, are the majority (51% or more) of voting members on the Governors Workforce Development Board (GWDB) and each of the sixteen local Workforce Development Boards (LWDBs). WIOA also specifies the criteria of who may satisfy the business and other state and local board member representative requirements. The other workforce board representative categories are

- Elected government
- Workforce, including labor and registered apprenticeship programs
- Community-based organizations with demonstrated experience and expertise in employment, training or the education need of individuals with barriers to employment
- State and local education and training program administrators
- State or a local area’s philanthropic organizations (optional)

WIOA allows for additional member appointments to the state or a local workforce board. Workforce Development Boards often expand their membership beyond the minimums required by WIOA; however, WIOA requires business representatives to be the majority of the board membership. Workforce boards that increase their membership in one or more categories other than business must then balance their membership roster with additional business members to comply with WIOA’s business majority requirement.





Workforce Development Board Member Job Description

The general qualifications, leadership commitment, member expectations and time requirements of a Workforce Development Board member are summarized in this guide. Your local and state Workforce Board staff will provide you with specific membership qualifications, member expectations, committee, ad hoc and task force participation opportunities, and other requirements contained in their respective governance documents.

General Qualifications

- Experience with collaboration, forming strategic alliances, actively contributing, and acting strategically.
- Hold a senior-level decision-making role in your organization.
- Commitment to the talent pipeline, skilled labor and meaningful employment needs of business and industry, incumbent workers, job seekers and all Minnesotans.

Leadership Commitment

- Provide value by sharing your professional and executive knowledge and experiences about your industry and region.
- Be a steward and advocate for talent development in your region.
- Understand and analyze data to make informed decisions to better serve individuals and employers to build and sustain regional talent pipeline capacity.

Member Expectations

- Regular attendance at Board of Director meetings.
- Active engagement in committees, task forces and other projects to which you are appointed.
- Advance review of materials and informed preparation before every meeting.
- Build collegial relationships with other board members to facilitate effective decision making.
- Act and vote on behalf of the local, regional or state interests of your respective boards, and not on the interest of a single constituency.
- Sign and adhere to a conflict of interest policy and disclose any conflicts and follow respective board policies for withdrawing from a discussion or vote on that issue.

Time Requirements

- Board of Director meetings are monthly, bi-monthly or quarterly. The Governor's Workforce Development Board (GWDB) meets quarterly. GWDB meetings are approximately four hours and include a working lunch. Each Board has and will share its calendar of scheduled meetings.
- Standing Committee, Task Force or Ad Hoc groups meet for two to four hours monthly. Task Forces and Ad Hoc groups are a temporary board of director assignment because they have a clear scope and charge from the Chair and complete their work within a defined time span.
- Periodically, as time permits, attend the events or meetings of regional or statewide groups and entities.
- Meeting preparation, at a minimum, is one hour.
- Depending on a number of factors, plan for a minimum time commitment of six to eight hours a month. Travel times, level of involvement in leadership, committee, task force and ad hoc activities will exponentially increase a board member's time commitment.

State Workforce Development Board

The Governor's Workforce Development Board (GWDB) is Minnesota's State Workforce Development Board. It is an advisory board to the Governor. Members are appointed by the Governor and serve a three-year term. The GWDB has statutory responsibility under WIOA, including oversight of the Minnesota WorkForce Centers and development of a state plan. Led by private sector business representatives who make up majority of the board's membership, state boards embody public-private partnership because they also include organized labor, leaders from state agencies responsible for post-secondary education, career and technical education, workforce development, and economic development, and community organizations. The minimum membership under WIOA is listed below.

Minnesota's GWDB exceeds the minimum membership under WIOA and its current membership composition is available at mn.gov/gwdb

State board minimum size under WIOA is 33 members.

Business – 17 representatives – including the Chair (51%)

- Owners of businesses, CEO or COO of a business, business executives or employers with optimum policy-making or hiring authority, and who, in addition, may be members of a Local Workforce Development Board (LWDB).
- Represent businesses (including at least one representative of small business), or organizations representing businesses and provide employment opportunities that include high-quality, work-relevant training and development in in-demand sectors or occupations in Minnesota.
- Are appointed from individuals nominated by Minnesota business organizations and business trade associations.

Representatives of Government (Elected)

- Governor – 1
- Members of the State Legislature – 2
 - One member of each chamber appointed by the appropriate presiding officer of such chamber.
- Chief Elected Local Officials – 2
 - Representing cities, counties

Workforce – 7 (20%)

- Labor representatives – 2 or more nominated by Minnesota labor federations
- Apprentice program – 1 or more who must be a member of a labor organization or training director from a joint-labor management registered apprenticeship program.
- Governor may appoint one or more representatives to contribute to the 20% requirement from a community-based organization that has demonstrated experience and expertise in employment, training or education needs of individuals with barriers to employment.

Core Programs – 4

- Lead state official with primary responsibility for the core programs.
- Can include state agency officials whose programs are covered in the State Plan, individuals who represent an Indian tribe or tribal organization.
- State officials responsible for educational programs in Minnesota. Includes community colleges and other institutions of higher education.



Local Workforce Development Board

A local workforce investment board represents a wide variety of individuals, businesses, and organizations throughout the local area. Local Workforce Development Boards (LWDBs) are appointed by a Chief Local Elected Official (CLEO). The LWDB is a strategic convener that promotes and brokers effective relationships between the Chief Local Elected Officials (CLEOs) and economic, education and workforce partners throughout the local area. Minnesota has sixteen local workforce boards. The majority of each Board and the Chair are representatives from the business community. WIOA also requires workforce and education and training representation.

The membership and composition of Minnesota's local boards are listed in the governance and other documents of the respective Local Workforce Development Area (LWDA).

Local board minimum size under WIOA is 19 members.

Business – 10 representatives including the Chair (51%)

- From businesses throughout the local area.
- Minimum of two (2) representatives from small business as defined by the U.S. Small Business Administration.
- Representatives may also serve on the GWDB.
- Each representative must meet this criteria:
 - Be an owner, CEO, COO or other individual with optimum policymaking or hiring authority.
 - Work-relevant training and development to its workforce or the workforce of others (organizations representing business).
 - Appointed from an individual nominated by local business organizations and business trade associations.

Workforce – 4 (20%)

- Labor representatives – 2 or more from a labor organization.
- Apprentice program – 1 or more representative of a joint labor-management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization.
- To contribute to the 20 percent requirement the LWDB may include
 - One (1) or more representatives of community-based organizations with demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment.
 - One (1) or more representatives of organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of eligible youth.

Education and Training Representatives

- Adult education and literacy provider administrator (WIOA Title II) - 1
- Higher Education institution providing workforce investment activities, including community colleges - 1
- Governmental and Economic Development
 - Economic and community development - 1
 - Employment Service (Job Service) - 1
 - Vocational Rehabilitation - 1
- Chief Local Elected Official (CLEO) may appoint other appropriate entities in the local area including:
 - Entities administering education and training activities who represent local educational agencies or community-based organization with demonstrated expertise in addressing the education or training needs of individuals with barriers to employment.
 - Governmental and economic and community development entities who represent transportation, housing and public assistance programs.
 - Philanthropic organizations serving the local area.
 - Other appropriate individuals as determined by the Chief Local Elected Official (CLEO).

Sources – Adapted from U. S. Department of Labor – Employment and Training Administration (US DOL – ETA) Training and Employment *Guidance Letter WIOA No. 27-14, April 15, 2015* and the Congressional Research Service *The Workforce Innovation and Opportunity Act and the One-Stop Delivery System* October 27, 2015.

State and Local Workforce Boards

Governance Functions

State Workforce Board

Statewide Policies

- Review the statewide policies of statewide programs for the purpose of system alignment.
- Develop and review statewide policies affecting the coordinated provision of services through the Minnesota WorkForce Center delivery system.
- Develop other policies as may promote statewide objectives for, and enhance the performance of the workforce development system in Minnesota.

Statewide System Performance

- Strategic development and continuous improvement of the Minnesota workforce development system.
- Develop and update of comprehensive Minnesota state performance accountability measures.
- Identification and dissemination of information on best practices.

Statewide Information Technology

- Develop strategies for technological improvement to facilitate access to, and improve the quality of services and activities provided through the Minnesota WorkForce Center delivery system.
- Develop strategies for aligning technology and data systems across Minnesota WorkForce Center system partner programs.
- Develop the statewide workforce and labor market information system.

Statewide Administrative

- Develop, implement and modify the Minnesota state WIOA plan.
- Develop allocation formulas for the distribution of WIOA funds for employment and training activities for adults and youth workforce investment activities to local areas.
- Prepare annual reports.

Local Workforce Board

Local Policies

- Convene, broker and leverage local workforce system stakeholders.
- Oversight of the local programs and the local Minnesota WorkForce Centers' delivery system.
- Employer engagement to ensure workforce development system and its services are meeting the needs of employers.
- Career Pathways Development - align local resources with the needs of business and job seekers.
- Assess and ensure accessibility for individuals with disabilities.

Local System Performance

- Negotiation of local performance accountability measures.
- Selection of workforce development operators and providers.
- Coordination with educational providers.
- Conduct workforce research and regional labor market analysis.
- Promote promising practices.

Local Information Technology

- Develop strategies to maximize accessibility and effectiveness of technology.

Local Administrative

- Develop and implement the local WIOA plan.
- Budget and administer local funds to ensure accountability and performance.



The emphasis on high performing and strategic workforce boards is new with WIOA. The law is an opportunity to take a fresh look at a broader, more strategic role for workforce boards to achieve success for a state workforce development system.

High performing workforce boards at every level are asked to expand beyond quantitative transactional measures such as number of customer's served to transformational measurements. Transformational measures can include training in an in-demand occupation and consistent, long-term employment while earning or exceeding the area's identified family sustaining wage level, or supporting the development of high-quality partnerships with industry, and across government agencies.

High performing workforce development boards

- Focus on strategy through the state, regional and local plans
- Use data for informed decision-making, performance tools for accountability and establish dashboards for continuous improvement goals and progress milestones
- Formulate policies and make recommendations for systems funding and planning
- Provide leadership to the workforce development system to create sustainable change

Minnesota's four critical roles for high-performing workforce development boards:

1. Embrace and communicate the vision for workforce development
2. Support and lead employer-led quality sector partnerships
3. Prioritize solutions for racial and economic disparities in education and employment
4. Achieve outcomes and results through alignment with system partners and leveraging of federal, state and philanthropic resources

Framework and Strategies



Sources – Adapted for Minnesota from the National Governors Association Center for Best Practices and the National Association of State Workforce Board Chairs. Published in August 2016, and passed by the Governor’s Workforce Development Board in June 2016.



MINNESOTA'S HIGH PERFORMING STATE AND LOCAL WORKFORCE BOARD FRAMEWORK AND STRATEGIES

1. Embrace and communicate the vision for workforce development

Structural Elements		Operational Elements
Align workforce development vision with state, regional and local economic development strategy	▶	Align meeting agendas, committee priorities and communication with state, regional and local vision and goals
Champion the workforce system champions	▶	Communicate the vision to key stakeholders
Establish specific goals and priorities to drive the vision	▶	Identify and communicate priority actions to support and realize the vision

2. Build support and lead employer-led high quality sector partnerships

Structural Elements		Operational Elements
Develop and govern sector strategies for workforce development	▶	Identify strategic sectors using labor market information and accelerate regional and local partnerships with industry to meet talent and skills needs
Identify a strategic backbone for supporting and expanding employer-led sector strategies for workforce-industry partnerships	▶	Support/Assist in defining, identifying, assessing progress while building capacity of high-quality regional and local partnerships
Membership reflects decision-making capacity from industry sectors and talent pipelines	▶	Solicit Feedback on the responsiveness to industry and individual customer needs

3. Prioritize solutions for racial and economic disparities in education and employment

Structural Elements		Operational Elements
Establish strategies for system access to a wider range of services	▶	Update policies to identify culturally relevant service delivery strategies and use technology to enhance and expand service delivery
Prioritize resources to meet the specialized needs of harder to employ	▶	Engage business and education to assess and forecast occupational and skill set needs of employers and map career pathways within occupations in-demand that lead to family-sustaining wages
Membership reflects the racial and economic disparity community familiar with education and employment issues and needs	▶	Recruit/Engage community members involved in racial and economic disparities in education and employment to understand barriers

4. Achieve outcomes and results through alignment with system partners and leveraging of federal, state and philanthropic resources

Structural Elements		Operational Elements
Identify cross-system indicators aligned with the vision that are supported by state data sources	▶	Ensure data-based informed discussions and regular reporting on strategic levels
Planning for aligning systems and boards across programs to the vision	▶	Identify and disseminate best practices in service delivery through a career pathways system and use data for continuous improvement
Utilize project-specific task forces with clear deliverable to ensure progress on priority issues	▶	Recommend and support professional development for staff and work with system partners to build the board's capacity

WIOA's Focus on Regional Collaboration

Focus on Regional Collaboration

WIOA promotes alignment of workforce development programs with regional economic development strategies to meet the need of local and regional employers. Under WIOA, states are required to identify regions within their state. Local Workforce Development Areas (LWDA) in the identified regions are to coordinate planning and service delivery strategies.

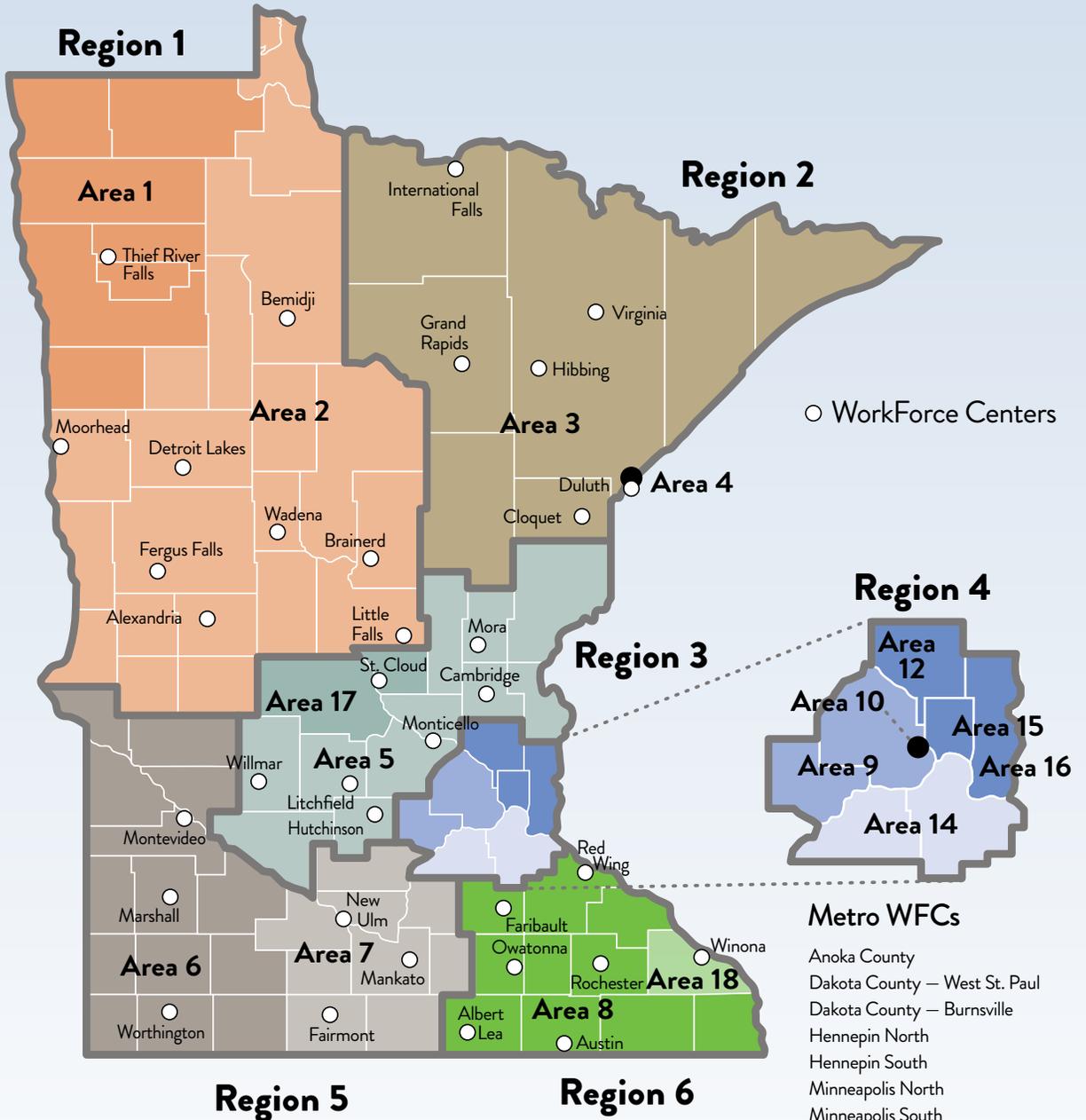
In accordance with WIOA, Minnesota's Governor's Workforce Development Board approved the recommendation for the state's six Regional Workforce Development Areas (RDAs). In 2015, Governor Dayton designated six Regional Workforce Development Areas (RWDAs) that are a combination of the Local Workforce Development Areas.

Each Minnesota Regional Workforce Development Area had a responsibility, under WIOA to develop and submit a Regional Plan. The Regional Plans are inclusive of the Local Plans of the region's individual Local Workforce Development Areas (LWDAs). The Regional and Local Plans include alignment with the strategic vision set by the Governor, address the regional needs of the workforce and business communities and comply with the planning requirements determined by the United States Department of Labor (US DOL) and applicable federal and state statutes.



Workforce Development Area Regions

Local Workforce Development Areas



State Combined Plan and GWDB Strategic Plan



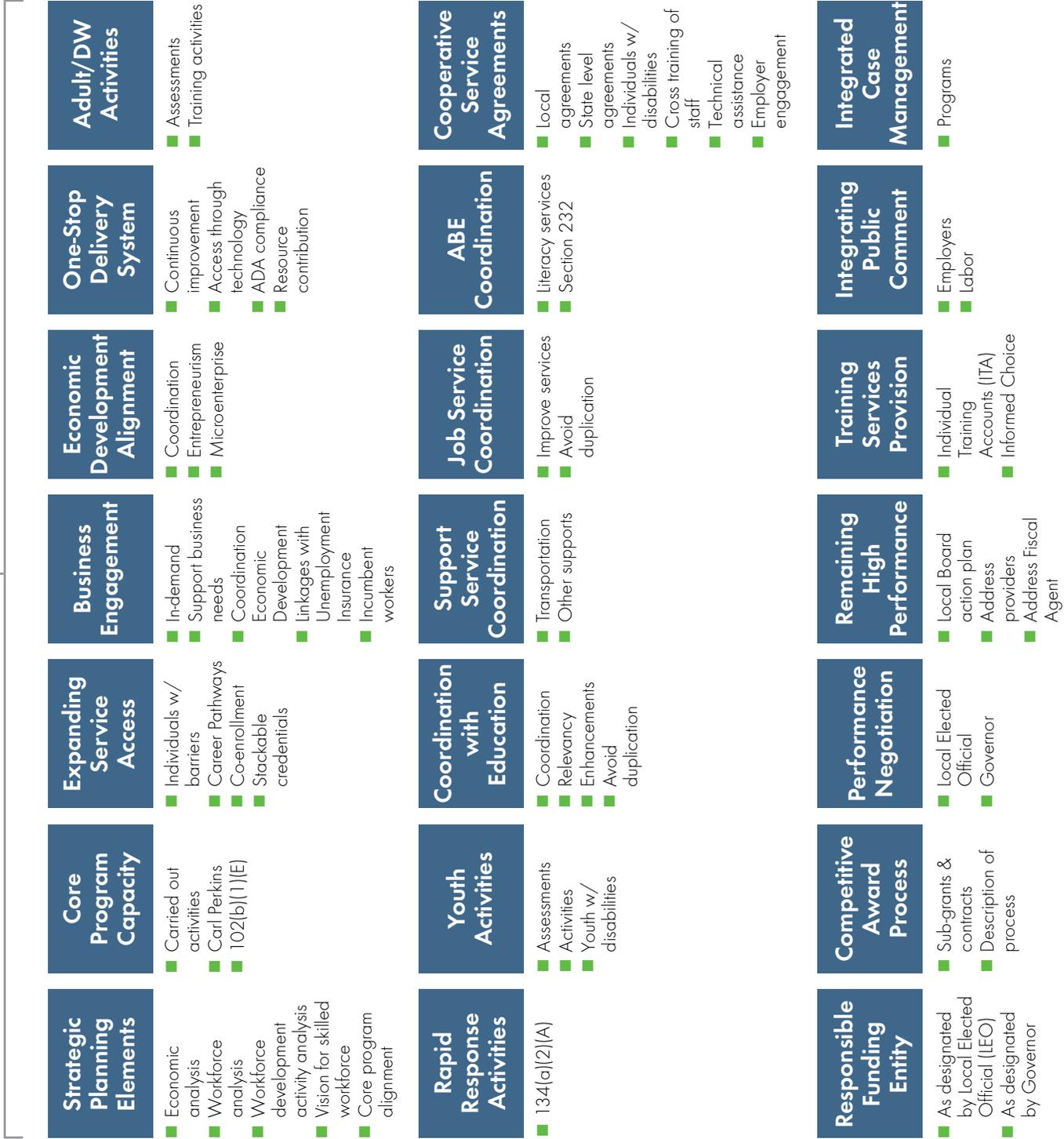
In order for a state to receive federal funding for core programs under WIOA, it must submit a Unified or Combined State Plan every four years and a State plan modification at least every two years. These plans are submitted to the Secretary of Labor, who, in turn, shares the plan with the Secretary of Education (WIOA sec. 102(c)(1)). The State plans, including Minnesota's, are subject to the approval of both the Secretary of Labor and the Secretary of Education, after approval by the Commissioner of the Rehabilitation Services Administration of the Vocational Rehabilitation services portion of the plan (WIOA sec. 102(c)(2)). In approving a state plan, the Secretaries of Labor and Education must determine whether the plan is consistent with the State Plan requirements, as well as relevant requirements for each of the core programs (WIOA sec. 102(c)(2)(B)). When a State Plan is approved, it will be considered as having met the information collection requirements for the program-specific State plans for all optional programs that a State includes. In 2016, Minnesota submitted a Combined State Plan, and this plan is the Governor's Workforce Development Board's (GWDB) Strategic Plan. The GWDB votes to approve the State Plan and to recommend it to the Governor for approval and submission to the federal government.

Regional Plan



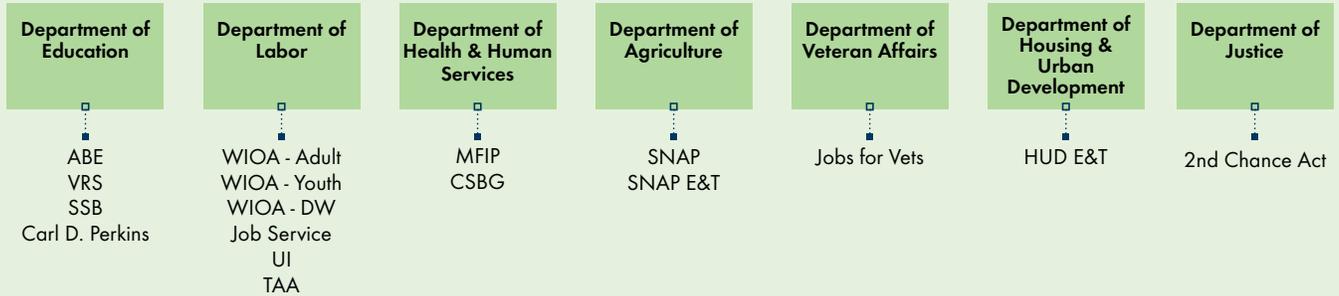
The primary components of the Regional Plans in Minnesota are (1) Establishing representative regional leadership, (2) Engaging diverse stakeholders, (3) Addressing employment disparities, (4) Creating industry-led sector partnerships to build career pathways in high-demand occupations, and (5) Regional governance. Regional Plans submit this information within the elements listed above and the plans are moved forward to the State for approval.

Local Plan

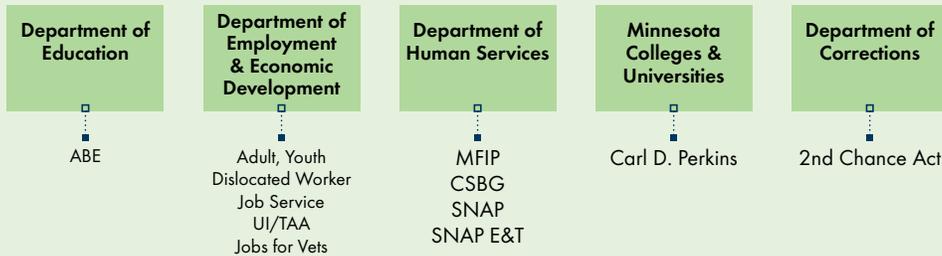


Local Workforce Development Area (LWDA) plans are divided into sections for strategic planning, operations and coordination of services within the LWDA. Each LWDA Plan contains the required core elements listed above. These plans are submitted to and approved by each LWDA's Local Workforce Development Board and are moved forward to the State for approval.

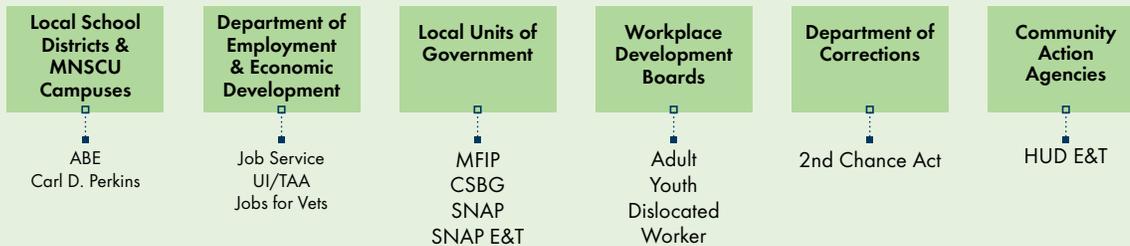
WIOA Federal Funding Streams



State Agency Fund Designees by the Governor



Local Oversight of Funds



Acronyms

- ABE - Adult Basic Education
- CSBG - Community Service Block Grant
- HUD E&T - Housing and Urban Development Employment & Training
- MFIP - Minnesota Family Investment Program
- SNAP - Supplemental Nutrition Assistance Program
- SNAP E&T - SNAP Employment and Training
- SSB - State Services for the Blind
- TAA - Trade Adjustment Assistance
- UI - Unemployment Insurance
- WIOA DW - Dislocated Worker

Historical Timeline of Federal Employment and Training Programs



Historical Timeline

Federal Employment and Training Programs



1930s

- **New Deal legislation of the 1930s** - Public employment, work relief and skill-training programs include the Civilian Conservation Corps (CCC), Works Progress Administration (WPA), Public Works Administration and National Youth Administration.
- **Wagner-Peyser Act** - Signed into law June 6, 1933 by President Franklin D. Roosevelt. The law established the national network of Employment Service offices to connect jobless workers with the New Deal's wide expanse of public jobs or jobs with a private sector employer. In Minnesota, this labor exchange function is still performed today using federal formula allocated Wagner-Peyser Act funds. We know it as Job Service.

1940s

- **Employment Act of 1946** - On February 20, 1946, President Harry S. Truman signed this post depression and World War II bill. It set broad goals for the nation in full employment and economic stability. The bill created the appointed Council of Economic Advisers to advise the President in the formulation of economic policy.

1960s

- **Manpower Development Training Act (MDTA)** - Automation of the factory floor, the change from coal to electric energy, the Cold War, the Atomic Age - all impacted the workforce and the economy. President John F. Kennedy signed MDTA into law on March 15, 1962. It funded workforce training and retraining for three years. It was not renewed.
- **The Economic Opportunity Act of 1964** - This law was signed by President Lyndon B. Johnson, and was a cornerstone of the War on Poverty initiative. It introduced many new programs including Job Corp, Neighborhood Youth Corp, Work Study for college students, Adult Basic Education (ABE) and Volunteers in Service to America (VISTA) and the formation of local Community Action Agencies.

1970s

- **The Comprehensive Employment and Training Act (CETA)** Signed into law in December 1973 by President Richard M. Nixon. CETA decentralized and consolidated federal job training programs and used block grants to award funding. A 1978 CETA Amendment signed by President Jimmy Carter added Title VII. Its purpose was to increase the involvement of business in the design and operation of CETA. It accomplished this by mandating the establishment of a partnership between state and local government and the private sector known as Private Industry Councils (PICs).

Historical Timeline

Federal Employment and Training Programs



1980s

- **Job Training Partnership Act (JTPA)** – Signed into law by President Ronald Reagan on Oct. 13, 1982, JTPA continued the decentralization of federal job training to the state and local levels as part of an effort to increase private sector employment. JTPA gave the private sector a major role in planning, allocating and operating federally funded job training programs to meet the skill needs of local economies. Governors appointed a state Job Training Council with one-third of the members representing the business sector.

1990s

- **Workforce Investment Act (WIA)** – Signed into law on August 7, 1998 by President Bill Clinton. WIA reflected successful elements of previous Federal legislation, consolidated the fragmented system of workforce development programs, amended the 1933 Wagner-Peyser Act and created the One-Stop Career Centers (called WorkForce Centers in Minnesota). Job search assistance, assessment and training for eligible individuals were delivered in three main funding streams – Adult, Dislocated Worker and Youth. WIA required states to support a state-level workforce investment board (GWDB in Minnesota).

2000s

- **Workforce Investment and Opportunity Act (WIOA)** – Signed into law by President Barack Obama on July 22, 2014. WIOA reforms emphasize the strategic leadership role of state and local workforce development boards. In this critical role, WIOA seeks strategic board action to vision and develop public-private partnerships, support industry-defined connections between sector strategies and career pathways, and to make state, regional and local data-driven decisions. Under WIOA, strategic boards will advance opportunities for all workers and job seekers, focus on continuous improvement and champion the needs of business to ensure strong state, regional and local economies. Business represents the majority of state and local workforce board members.

ADULT EDUCATION

- U. S. Department of Education - Office of Career, Technical, and Adult Education (OCTAE) OCTAE administers, coordinates programs that are related to adult education and literacy, career and technical education, and community colleges. <http://www2.ed.gov/about/offices/list/ovae/index.html>
- Minnesota Department of Education - Adult Basic Education <http://education.state.mn.us/MDE/fam/abe/>
- MNABE - at the Minnesota Literacy Council <http://mnabe.org/>

APPRENTICESHIP

- US Department of Labor - Employment and Training Division
 - Apprenticeship USA <https://www.doleta.gov/oa/apprenticeship.cfm>
- Minnesota Department of Labor and Industry (DLI) <http://www.dli.mn.gov/appr.asp>
- Minnesota Building Trades <http://www.minnesotabuildingtrades.org/node/55>
- CAREERwise (formerly ISeek) from Minnesota State <https://careerwise.minnstate.edu>
- Minnesota Career Pathways from Minnesota State CTE <http://www.mncareerpathways.org/pathways/apprenticeshipSearch>

CAREER PATHWAYS

- Minnesota State Colleges and Universities <http://www.mncareerpathways.org/pathways/index.html>
- Governor's Workforce Development Board - Career Pathways Partnership <https://mn.gov/deed/gwdb/priorities/career-pathways/>

CAREER TECHNICAL EDUCATION PROGRAMS (CTE)

- Minnesota Department of Education <http://education.state.mn.us/MDE/dse/cte/>
- Minnesota State Colleges and Universities <http://www.minnstate.edu/system/cte/index.html>
- Minnesota Office of Higher Education <https://www.ohe.state.mn.us/>

DIGITAL LITERACY RESOURCES

- Minnesota Workforce Council Association (MWCA) http://mwca-mn.org/Digital_Literacy.html
- Northstar Digital Literacy Project <https://www.digitalliteracyassessment.org/>
- Labor Market Information - DEED <http://mn.gov/deed/data/>

STATE AGENCIES

- Minnesota Department of Corrections (MDC) www.doc.state.mn.us/
- Minnesota Department of Education (MDE) <https://education.state.mn.us>
- Minnesota Department of Employment and Economic Development (DEED) - <https://mn.gov/deed>
- Minnesota Department of Health and Human Services (DHS) <https://mn.gov/dhs>
- Minnesota Department of Human Rights <https://mn.gov/mdhr>
- Minnesota Office of Higher Education <https://www.ohe.state.mn.us>
- Minnesota Department of Labor and Industry (DLI) www.dli.mn.gov

STATE AND LOCAL WORKFORCE BOARDS

- Governor's Workforce Development Board <https://mn.gov/gwdb>
- Minnesota Workforce Council Association (MWCA) <http://mwca-mn.org/>

NATIONAL ORGANIZATIONS

- National Association of State Workforce Agencies (NASWA) <https://www.naswa.org>
- National Association of Workforce Boards <http://www.nawb.org/>
- National Governor's Association (NGA)
 - Center for Best Practices - <http://www.nga.org/cms/center>
 - Economic, Human Services and Workforce Opportunity <https://www.nga.org/cms/center/economic-opportunity>
- The United States Conference of Mayors www.usmayors.org/
- United States Chamber of Commerce <https://www.uschamber.com/>

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) RESOURCES

- From MWCA
 - [http://mwca-mn.org/Workforce%20Innovation%20and%20Opportunity%20Act%20\(WIOA\).html](http://mwca-mn.org/Workforce%20Innovation%20and%20Opportunity%20Act%20(WIOA).html)
- From US Department of Labor - Employment and Training Administration <https://www.doleta.gov/wioa/>
- From the U. S. Department of Education - Office of Special Education and Rehabilitative Services <http://www2.ed.gov/about/offices/list/osers/rsa/wioa-reauthorization.html>

■ AA	Affirmative Action
■ ABE	Adult Basic Education (federal and state)
■ ACSI	American Customer Satisfaction Index
■ ADA	Americans with Disabilities Act (federal)
■ AEFLA	Adult Education and Family Literacy Act (federal)
■ AG	Attorney General
■ BCD	Business and Community Development (DEED division)
■ BLS	Bureau of Labor Statistics (division of U.S. Dept. of Labor)
■ CAP	Community Action Program (federally designated) Cost Allocation Plan (formerly used in the WorkForce Centers and replaced by Infrastructure Funding Agreement (IFA))
■ Carl Perkins	The Carl D. Perkins Career and Technical Education Improvement Act of 2006. Perkins IV provide formula grants to states to develop, implement, and improve CTE programs, services and activities.
■ CBO	Community-based Organization (non-profit organization)
■ CLEO	Chief Local Elected Official (Governor, Mayor, county commissioner, member of local government joint powers board.)
■ CFR	Code of Federal Regulations
■ CPP	Career Pathways Partnership (GWDB)
■ CTE	Career and Technical Education (see Carl Perkins)
■ CY	Calendar Year
■ DEED	Department of Employment and Economic Development (Minnesota)
■ DHS	Department of Human Services (Minnesota)
■ DLI	Department of Labor and Industry (Minnesota)
■ DOC	Department of Corrections (Minnesota)
■ DOE	U.S. Department of Education
■ DOL	U.S. Department of Labor
■ DOT	Department of Transportation (Minnesota, aka MN DOT) Dictionary of Occupational Titles (federal; part of O*NET)
■ DWP	Dislocated Worker Program (state and federal) Diversionary Work Program (state; part of MFIP)
■ EDAM	Economic Development Association of Minnesota
■ EDAs	Economic Development Authorities
■ EEO	Equal Employment Opportunity
■ ELL	English Language Learner
■ EO	Equal Opportunity
■ EOA	Equal Opportunity Act
■ EOO	Economic Opportunity Office
■ ES	Employment Service (also known as Job Service)
■ ESL	English as a Second Language
■ ETA	Employment and Training Administration (division of the U.S. Department of Labor)
■ FBO	Faith-Based Organization
■ FEIN	Federal Employer Identification Number (the employer equivalent of an SSN)
■ FFY	Federal fiscal year
■ FSET	Food Support Employment and Training (federal program operated by states)

Acronyms – Glossary of Terms

■ GWDB	Governor’s Workforce Development Board (formerly Council)
■ GED®	General Educational Development (tests or diploma)
■ HEA	Higher Education Act (federal legislation)
■ HESO	Higher Education Services Office (state)
■ HHS	U.S. Department of Health and Human Services
■ HUD	U.S. Department of Housing and Urban Development
■ IFA	Infrastructure Funding Agreement (part of a LWDB MOU)
■ IL	Independent Living
■ IRRRA	Iron Range Resources and Rehabilitation Agency
■ ITA	Individual Training Account (defined by WIOA)
■ JS	Job Service (federally funded WorkForce Center partner)
■ LEO	Local Elected Official
■ LMI	Labor Market Information (or Intelligence)
■ LWDA	Local Workforce Development Area
■ LWDB	Local Workforce Development Board (federal legislation language)
■ MDE	Minnesota Department of Education
■ MDH	Minnesota Department of Health
■ MEDA	Metropolitan Economic Development Association
■ MFIP	Minnesota Family Investment Program (Minnesota’s version of the TANF program)
■ MJSP	Minnesota Job Skills Partnership (a state program and a board)
■ MMB	Minnesota Department of Management and Budget
■ Mn State	Minnesota State Colleges and Universities system (formerly known as MNSCU)
■ MOA	Memorandum of Agreement or Methods of Administration
■ MOU	Memorandum of Understanding
■ MSA	Metropolitan Statistical Area
■ MSFW	Migrant and Seasonal Farmworkers (federal)
■ MTO	Minnesota Trade Office (located at DEED)
■ MWCA	Minnesota Workforce Council Association
■ NAB	National Alliance of Business
■ NACo	National Association of County Organizations
■ NAICS	North American Industry Classification System
■ NASWA	National Association of State Workforce Agencies
■ NAWB	National Association of Workforce Boards
■ NCRC	National Career Readiness Certificate (from ACT)
■ NGA	National Governor’s Association
■ OCTAE	Office of Career, Technical and Adult Education (U. S. Dept. of Education)
■ ODEP	Office of Disability Employment Policy
■ OICs	Opportunities Industrialization Centers
■ OJT	On-the-job-training (provided by the employer)
■ OMB	Office of Management and Budget (federal)
■ O*NET	Occupational Information Network (federal)
■ OneStop	Federal term for a multi-tenant office housing workforce development services. Minnesota’s term is WorkForce Center.

■ OVAE	Office of Vocational and Adult Education (federal)
■ Perkins	Carl D. Perkins Vocational and Technical Education Improvement Act (federal)
■ PIC	Private Industry Council
■ PIRL	Participant Individual Record Layout (used in federal WIOA Performance Reporting by U.S. Department of Labor and Education)
■ PY	Program Year
■ RFP	Request for Proposal
■ RSA	Rehabilitation Services Administration (division of U.S. Department of Education)
■ RWDA	Regional Workforce Development Area
■ SBDC	Small Business Development Center
■ SCSEP	Senior Community Services Employment Program (federal)
■ SOC	Standard Occupational Classification
■ SRC	State Rehabilitation Council
■ SSB	State Services for the Blind: (located at DEED)
■ SSI	Supplemental Security Income
■ TA	Technical Assistance
■ TAA	Trade Adjustment Assistance (federal)
■ TABE	Test of Adult Basic Education
■ TANF	Temporary Assistance for Needy Families (federal welfare program)
■ TEGL	Training and Employment Guidance Letter (from U.S. DOL ETA)
■ TEIN	Training and Employment Information Notice (from U.S. DOL ETA)
■ TEN	Training and Employment Notice (from U. S. DOL ETA)
■ UI	Unemployment Insurance
■ USDOL	United States Department of Labor
■ VRS	Vocational Rehabilitation Services (located at DEED)
■ Wagner-Peyser Act	Established Employment Service (Job Service in Minnesota)
■ WARN	Worker Adjustment and Retraining Notification
■ WDB	Workforce Development Boards (aka Local Workforce Development Boards-LWDB)
■ WFC	WorkForce Center
■ WIA	Workforce Investment Act (former federal legislation)
■ WIOA	Workforce Innovation and Opportunity Act (Replaced WIA, July 2014)
■ WIF	Workforce Innovation Fund (from U.S. DOL ETA)
■ WOTC	Work Opportunities Tax Credit



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